



**MASSACHUSETTS PORT AUTHORITY  
CAPITAL PROGRAMS DEPARTMENT  
SUITE 209S - LOGAN OFFICE CENTER  
ONE HARBORSIDE DRIVE  
EAST BOSTON, MASSACHUSETTS 02128-2909**

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## **REQUEST FOR QUALIFICATIONS**

## **CONSTRUCTION MANAGEMENT AT RISK SERVICES**

## **SUPPLEMENTAL INFORMATION PACKAGE**



**MPA CONTRACT No. L1429-C2  
TERMINAL C OPTIMIZATION AND TERMINAL C TO TERMINAL B CONNECTOR  
TERMINAL C PIER D, TERMINAL B PIER A  
LOGAN INTERNATIONAL AIRPORT  
EAST BOSTON, MASSACHUSETTS  
AUGUST 8, 2018**



## Article 1 – INTRODUCTION

### 1.1 CONSTRUCTION MANAGER at RISK (CMR) SCOPE OF WORK.

The MASSACHUSETTS PORT AUTHORITY (Massport) seeks to retain the services of a highly qualified firm to provide Construction Management at Risk Services (CMR) on Project **L1429-C2 – TERMINAL C ENHANCEMENT PROJECTS at LOGAN INTERNATIONAL AIRPORT, EAST BOSTON, MASSACHUSETTS**(the Project). An expanded scope of Pre-Construction Services (Phase I), as well as Construction Services (Phase II) can be found in Section 2.2 of this package.

The procedures utilized by Massport to procure construction management services will involve an open, fair and competitive selection process which will ensure that the highest quality construction services are provided to Massport at a fair and responsible price. The design of the Project is currently in the Preliminary Design phase, and early concept documents are included in this Supplement to the RFQ.

The project has a goal to substantially complete construction by **JUNE, 2021**. The estimated GMP by Massport is approximately **ONE HUNDRED TWENTY FIVE MILLION DOLLARS (\$125,000,000)**. The Agreement between the Authority and the selected CMR shall require the CMR to deliver such construction services for the entire Project in accordance with a Guaranteed Maximum Price (GMP).

The CM shall be DCAMM-certified and provide an Update Statement as well as an affidavit that the Statement of Qualifications being submitted in response to the RFQ is signed under the pains and penalties of perjury. The CM shall also provide a letter from a surety company confirming the CM firm's ability to provide performance and payment bonds in the full amount of the construction estimate. Please note that having the document notarized does not fulfill the requirement for signing under the pains and penalties of perjury.

### 1.2 REQUESTS FOR QUALIFICATIONS

In accordance with procedures approved by the Massachusetts Inspector General, Massport has publicly advertised a Request for Qualifications ("RFQ") for Construction Management Services. In accordance with the advertisement, the following Supplemental Information Package is made part of the Request for Qualifications.

Qualification Statements will be addressed to Houssam Sleiman, PE, CCM, FCMAA, NAC, Hon. D.Eng., Director of Capital Programs and Environmental Affairs and be received no later than 12 NOON on **THURSDAY, SEPTEMBER 6, 2018** at the Massachusetts Port Authority, Capital Programs Department, Logan Office Center, One Harborside Drive, Suite 209S, Logan International Airport, East Boston, MA 02128-2909. Subsequent to that time, a Pre-Qualification Committee will review the Qualification Statements and shortlist qualified firms. Further milestone dates can be found in Section 2.6 of this package.



Any information provided to the Authority in any Proposal or other written or oral communication between the Proposer and the Authority will not be, or deemed to have been, proprietary or confidential, although the Authority will use reasonable efforts not to disclose such information to persons who are not employees or consultants retained by the Authority except as may be required by M.G.L. c66.

### **1.3 EVALUATION CRITERIA AND SELECTION PROCESS**

Upon review of the submitted Qualification Statements, Massport intends to develop a shortlist of qualified Construction Management firms which will be invited to respond to a written Request for Proposals (RFP). The shortlist of Construction Management firms will be based on the following criteria:

1. Proposed CMR team
2. Project approach
3. Similar project experience
4. BIM & Lean Construction experience
5. CM-at-Risk with GMP experience including public projects
6. Safety record
7. Capacity and financial stability
8. Litigation and termination history
9. M/WBE compliance history and approach

It is highly desirable that the CMR have demonstrated experience in utilizing Lean approaches in design and construction, including Last Planner™ System, Target Value Delivery, and collaborative decision making techniques, or has had long-term experience working collaboratively with Architects and their consultants during the design and construction phases of projects.

The CM shall be DCAMM-certified and provide an Update Statement as well as an affidavit that the Statement of Qualifications being submitted in response to the RFQ is signed under the pains and penalties of perjury. The CM shall also provide a letter from a surety company confirming the CM firm's ability to provide performance and payment bonds in the full amount of the construction estimate. Please note that having the document notarized does not fulfill the requirement for signing under the pains and penalties of perjury.

Further explanation of the Evaluation Criteria and selection process as identified in the Massport CM at Risk Procedures can be found in Section 3.2 of this Supplemental Package.

### **Article 2 – PROJECT SCOPE**

The scope of work includes construction, both addition and extensive renovation, to produce an enhanced quality passenger experience, efficient operations, and reconfigured administrative services connecting Logan Airport Terminals B and C. The project area is bound on all sides by



active airport operations, including the Central Parking garage, terminal roadways, aircraft apron and operations area, Terminal B, Terminal C, Control Towers, and existing Chapel.

As part of this project, updates will be made to both the airside and landside of the Terminal B to C Connector area. Building and Structural Systems from numerous previous renovation and addition projects may be altered or replaced. Efficient pedestrian connections will be made between gates C25 to C42, and from C42 to B38. Significant modifications to passenger holding rooms and boarding will be made including a new gate to improve and expand airport operations, capacity, and passenger comfort. New and repurposed passenger amenities will be added post-security to increase services available to passengers traveling through Logan. In addition to the expanded passenger areas, back of house spaces for facilities operations and administrative services will be created.

Specific scopes of work descriptions include:

- Renovation including selective demolition of approximately 150,000sf of Terminal C Pier D existing terminal holdroom, concourse, building systems, and terminal operations and support spaces on 2 levels.
- Construction of a new 80,000sf 3-level addition to the existing Terminal C Pier D terminal to include expanded passenger concourse, holdroom and concession space.
- Construction of 5,000sf of new airport administrative offices on a new 3rd level.
- Improvements to the main terminal C passenger security checkpoint
- Renovation of approximately 20,000sf of office and airline support space at various locations in terminal C and adjacent terminals.
- Demolition of the 7 story 'old tower' structure

This project will be designed and constructed concurrently with a number of adjacent airport improvement projects being implemented by separate Construction Manager Teams. The selected construction manager for this project will be required to take a leadership role in the coordination of this project scope with the schedule and scope of other related adjacent projects throughout the duration of both pre-construction and construction phase services and closeout.

The project will incorporate sustainable and resilient design elements and will seek LEED Silver certification.

In addition to construction services, the CMAR shall also provide Preconstruction Services which shall include, but not be limited to, cost estimating, scheduling, phasing and logistics, value engineering, document review to support the preparation of trade packages and constructability reviews.

The CMAR shall be expected to work closely with Massport's Project Manager and the Design Team in order to effectively implement the project throughout all phases.

Refer to the attached exhibits for a graphic representation of the project's main components and general conceptual configuration.





## **2.1 SCOPE OF SERVICES FOR THE DESIGNER**

Massport has engaged the services of **Fennick|McCredie Architecture** as the prime consultant to design the project and will act as the Owner's Representative for the CM at Risk during design and construction. The selected CMR will be expected to work collaboratively with Massport and their design team to efficiently complete the work under this Project.

## **2.2 SCOPE OF SERVICES FOR THE CM at RISK**

The Authority intends to enter into two agreements with the selected CM at Risk Firm.

Phase I - An Agreement for Preconstruction Services

Phase II - An Agreement for Construction Phase Services

### Building Information Modeling (BIM)

Massport recognizes the numerous benefits Building Information Modeling (BIM), will provide to each phase of the facility life cycle. In an effort to realize the added value of these benefits, the Designer and the CMR will be required to use Building Information Modeling (BIM) for this project. Successful BIM Program implementation will require extensive planning, an organized, comprehensive and collaborative approach, and adequate supporting infrastructure including knowledgeable and experienced personnel, required software and hardware, communication protocols and contractual agreements.

A BIM Execution Plan (BIMxP) will be formalized by the Designer and implemented and optimized by the entire Team as highlighted in the MPA BIM Guidelines for Vertical and Horizontal Construction. Project Team, including CMR members shall attend workshops and meetings during all phases of the project to execute and optimize, in a collaborative fashion, the formal planning procedure and Project BIMxP.

The CMR BIM Manager should have demonstrated experience in developing BIM Execution Plans, managing, directing and implementing BIM in more than 3 projects during pre-construction and construction phase. CMR should also demonstrate that they have virtual construction (BIM) experience and 3D trade coordination.

Scope of services to be provided by the CMR firm during the preconstruction and construction phases are described in the following sections.

### **2.2.1 Preconstruction Services**

During the preconstruction period, the CMR will perform a number of tasks, which may include:

- Document reviews
- Review and recommend revisions, if appropriate, to the project master Schedule, Construction Budget and permitting plan developed by Massport or the Designer
- Ordering materials, equipment, supplies and appurtenances with long lead times



- Procurement of early trade work
- Preparation of a detailed and integrated resource and cost loaded CPM schedule
- Application of Lean approaches, including Last Planner™ System for the design phase, Target Value Delivery, and collaborative decision making processes.
- Coordinate, with the Team, the development of a Virtual Model (BIM) for decision-making and constructability
- The CMR PM shall work with the Team to define the BIM Execution Plan as determined by Massport as per MPA *BIM Guidelines for Vertical and Horizontal Construction* and per the *BIM Exhibit* in the Contract
- Dividing the work into trade packages and identifying any self-performed work
- Prequalification of Trade Contractors under CH149A
- Value Planning/Engineering and Constructability Reviews working collaboratively with the design team
- Preparing and/or reviewing early shop drawing and other submittals
- Listing assumptions and qualifications, including development of “Lump Sum and/or Bid Items and Quantities” for all items of work.
- Preparation of detailed Cost Estimates and establishing the Schedule of Values
- Developing final phasing and sequencing plans for construction in conjunction with Massport staff and tenants
- Processes for utilizing MPA’s Project Management System
- Developing final staging plans and traffic flow plans for material delivery and construction

### **2.2.2 Construction Phase Services**

During the construction period, the CMR will be responsible for completing the Project in accordance with the construction documents and specifications, issuing submittals on product data and shop drawings to the design team, coordinating the work among sub-contractors, development of detailed work plans for review and approval by Massport, and responding to pricing requests for owner scope changes. Construction phase services may also include the phasing of areas for early turnover to The Authority for use prior to substantial completion.

In addition, the CMR is expected to apply Lean approaches, including Last Planner™ System during the construction phase, Target Value Delivery, and collaborative decision making processes. The CMR shall continue to manage the BIM Execution Plan and use BIM to develop and manage 3D spatial coordination (clash detection) with the trade contractors as highlighted in the MPA *BIM Guidelines for Vertical and Horizontal Construction* and per the *BIM Exhibit* in the Construction Phase Services Contract. At some point, Massport may elect to use the BIM model for Facility Management and/or internal purposes.



The C to B Connector project is a highly complex terminal intervention which will update and reconfigure a multitude of existing building systems, including Mechanical, Electrical, Security and IT, Plumbing, and Fire Protection in addition to stitching together a number of existing disparate structures through alteration, removal, and replacement. Airfield modifications, also part of the scope of work, will require the CMR to recognize challenges and develop workplans addressing work to be completed in the active airport surroundings.

## **2.3 CONTRACTS FOR PRECONSTRUCTION SERVICES AND CONSTRUCTION PHASE SERVICES**

### **2.3.1 Preconstruction Services**

The Authority is proposing to enter into a Contract with the selected CMR for preconstruction services immediately following the selection process.

### **2.3.2 Construction Phase Services**

The Authority will then enter into a Master Construction Services Agreement as soon as possible.

## **2.4 ESTIMATED CONSTRUCTION COST**

The estimated GMP is approximately **ONE HUNDRED TWENTY FIVE MILLION DOLLARS (\$125,000,000)**.

## **2.5 TRADE CONTRACT CLASSES OF WORK**

Certain trade contractors shall be pre-qualified in accordance with sections 44A thru 44J of Chapter 149A – Public Construction Alternative Delivery Methods of the General Laws of Massachusetts.

## **2.6 SCHEDULE**

The Authority is interested in working in partnership with the Engineer/Designer and the CMR to finalize design and construct this Project in an efficient and cost effective manner.

The following dates have been targeted as significant milestones:

<b>Milestone</b>	<b>Date</b>
Pre-Qualification Briefing – Logan Office Center	Monday, August 13, 2018, 11:00 AM
Deadline for submission of written questions	Friday August 17, 2018, 12:00 PM, noon time
Official answers published by MPA	Friday, August 24, 2018, 4:00 PM
RFQ Submission Deadline	Thursday, September 6, 2018, 12:00 PM, noon time
RFP Submission Deadline	October 2018
Interviews with Shortlisted CMR Firms	TBD



Construction Manager Selection	November, 2018
Execute Contract for Preconstruction Services	November, 2018
Execute Master Construction Services Agreement	2018
Begin Construction	2019
Substantial Completion	June 2021

### **3 SELECTION PROCESS & QUALIFICATION SUBMISSION**

#### **3.2 INTRODUCTION**

Massport has established a TWO PHASE PROCESS for the selection of a Construction Manager at Risk firm, hereinafter referred to as the CMR with whom it may enter into a contract to provide construction management services for a particular project. At the Phase I Qualifications stage, the Prequalification Committee will conduct a qualifications based evaluation of interested CMR firms in order to create a shortlist of competent CMR firms.

Phase II will invite the shortlisted CMR firms to respond to a written RFP which will require both a technical proposal and a pricing proposal including the proposed fee. A Selection Committee will review Proposals in order to rank the shortlisted firms and make the final selection.

#### **3.3 QUALIFICATION SUBMISSION**

In response to the RFQ, each CMR responder shall provide 15 copies of the following, in accordance with the constructs previously issued in the RFQ. The Respondents are advised to keep their submission concise, clear, and well organized. Graphic clarity and quality are important.

The Submission must be submitted and tabbed with dividers, and exactly follow the sequence and Submission Outline as follows. Massport reserves the right to disqualify any Respondent that does not follow these submission instructions and the specific instructions identified in the RFQ.

The respondents must include in their submission a single PDF file that included the entirety of their submission, in addition to the hard copy submission as set forth and required in the RFQ.

##### **1. Cover Letter**

**2. Executive Summary.** This section should summarize the response to each evaluation criterion as well as the key elements and factors that may differentiate the firm from other Responders. The Executive Summary should highlight the key aspects of the Respondents RFQ response, and should summarize the key reasons that the proposed CMR Team should be considered for the shortlist. The respondents are encouraged to use this section to convince the Selection Committee to shortlist the proposed CMR Team.



**3. Proposed CMR Team.** This Section should include a narrative identifying key project personnel including any key subcontractors and their respective roles and responsibilities. The narrative should be augmented with a graphic and/or organization chart that clearly illustrates the roles, responsibilities and organization of the proposed Team.

If the proposed CMR Team is a Joint Venture, this should be clearly reflected in the Organization Chart. In addition, the following should be addressed regarding the Joint Venture:

- a) A narrative describing the management structure, members and the roles/responsibilities of the JV
- b) A narrative describing the purpose and reasoning of the proposed JV
- c) A narrative describing the commercial constructs of the JV
- d) A brief narrative describing the advantages of the JV to Massport

**4. Project Approach.** This Section should include a narrative that outlines the CMR's approach to the organization of the work; management and coordination activities; approach to bidding multiple bid packages; approach to coordination with the design team and Massport; approach to phasing; staging and sequencing; approach to coordination with stakeholders; methodology to maintain uninterrupted neighborhood and abutter operations during construction. The Respondents are encouraged to employ graphics that illustrate their unique ability to perform the required services.

**5. Similar Project Experience.** This Section should include information regarding the firm's recent relevant experience for the construction and construction management of prior similarly scaled projects in urban areas and their experience and credentials working with Port Authorities, Design Teams, and other stakeholders.

The Respondent's submission must include a minimum of three similar recent relevant projects, including references and contact information from the owners and designers of those projects. The Respondent should include a matrix that communicates the specific roles and responsibilities of those staff that they proposed for this project, and the roles, responsibilities and project experience as they relate to the specific projects submitted as recent relevant experience.

**6. Building Information Modeling (BIM) & Lean Construction Experience.**

This Section should discuss and highlights the CMR high degree of competence and skill using BIM techniques to manage, direct, implement and coordinate project information in all phases of Design and Construction. The CMR should also identify specific BIM procedures and protocols used in order to define and track project benefits.

**7. CM at Risk with GMP Experience including public projects.** This Section should discuss and highlight the firm's experience for prior CMR projects including references and contact information from the owners and designers of such projects and specifically identify which projects were undertaken within the constructs of Ch 149a. The Respondent should





highlight those representative projects that were undertaken within the alternative deliver method of the CM at Risk format with an ultimate GMP and with providing preconstruction and construction services. The respondent should also describe any adjustments to the GMP that were necessary throughout the course of the selected projects, and why they were needed.

**8. Safety Record.** This Section should include information on the firm's workers' compensation experience modifier or similar data for the prior 5 years. If applicable, provide a list of any OSHA fines and violations, including nature of the fine/violation, date, fine amount, if any, and disposition of the fine/violation. The ideal format is a table or chart that summarizes this information.

**9. Capacity and Financial Stability.** This Section should include information summarizing the Respondents capacity to undertake the work and address the overall financial stability of the firm. An overview should be provided in this section, and detailed financial information shall be submitted in a separate sealed envelope in accordance with the instructions in the RFQ and as further identified below.

**10. Litigation & Termination History.** This Section must include a list of lawsuits, arbitrations and settlements to which the firm is a party relative to construction contracts within the last 5 years, including, if applicable, any convictions or fines for violations of state or federal law. Identification of any projects on which the firm was terminated, failed to complete the work, or paid liquidated damages to the owner. The status and/or outcome of each event should be indicated. The ideal format is a table or chart that summarizes this information.

**11. M/WBE Compliance.** This Section must include evidence of the firm's compliance record with minority business enterprise and women business enterprise goals and workforce goals and an approach to integrating these firms in a meaningful way into the construction process. The respondents should specifically provide a narrative that addresses their approach to MBE compliance within the constructs of CH 149a for CMR projects.

**12. Certificate of Eligibility.** This Section must include a copy of the Certificate issued by the DCAMM (Division of Capital Asset Management and Maintenance) pursuant to section 44D of chapter 149, showing a capacity rating sufficient for the project.

**13. DCAMM Update Statement.** This Section should include a copy of the Respondent's DCAMM Update Statement. If the Respondent is proposing a Joint Venture (JV), the following must be provided:

- a) Both Individual and Joint DCAMM Update Statements
- b) A narrative describing the purpose and reasoning of the proposed JV
- b) A narrative describing the management structure of the JV
- c) A narrative describing the commercial constructs of the JV
- d) A brief narrative describing the advantages of the JV to Massport

**14. Letter from a Surety Company.** A surety letter confirming the CMR firm's ability to provide performance and payment bonds in the amount of the 110 % of the construction



estimate must be provided. Failure to provide this letter will result in the disqualification of the proposed CMR Team.

**15. Response Certification.** The response to this RFQ and Statement of Qualifications submitted by a firm in response to the RFQ must be signed under pains and penalties of perjury. The Respondent must submit a letter of certification stating that it is submitted as such. Notarizing a document does not take the place of signing under the pains and penalties of perjury. The pains and penalties statement on the DCAMM Update Statement does not meet this requirement.

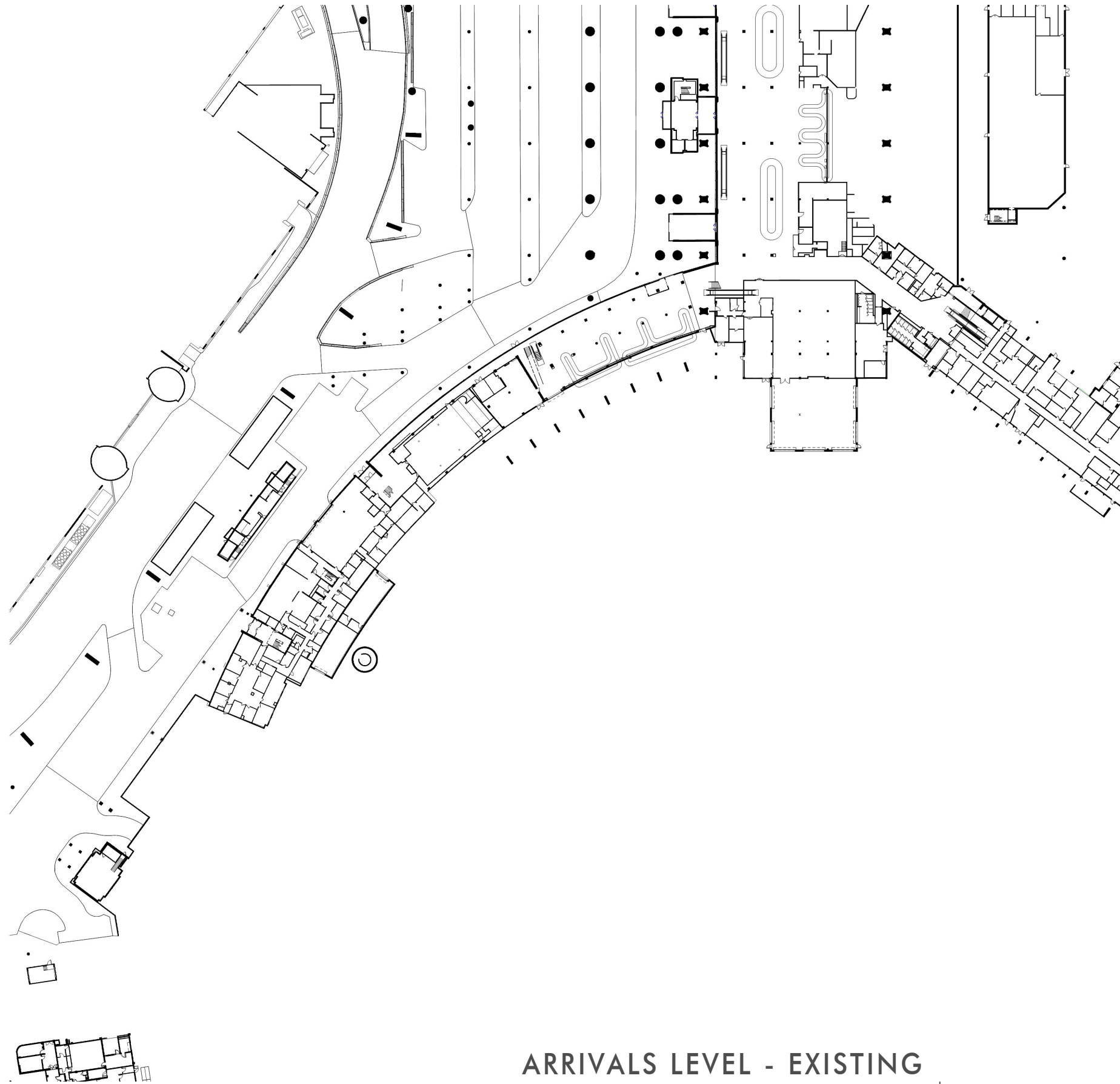
In addition to the above items, the Respondents are to provide the following in accordance with the RFQ:

**Separately Packaged Overview of General Business Financial Information** and two years of audited financial statement. (One copy to be submitted under separate cover clearly marked with the Firm name and Massport Project Number). The financial information submitted shall remain confidential and shall not be a public record to the fullest extent permissible under the law.

#### **4 EXHIBIT**

##### **A. Conceptual Drawings**

The following Exhibit is also provided on the attached CD Disc.



## ARRIVALS LEVEL - EXISTING

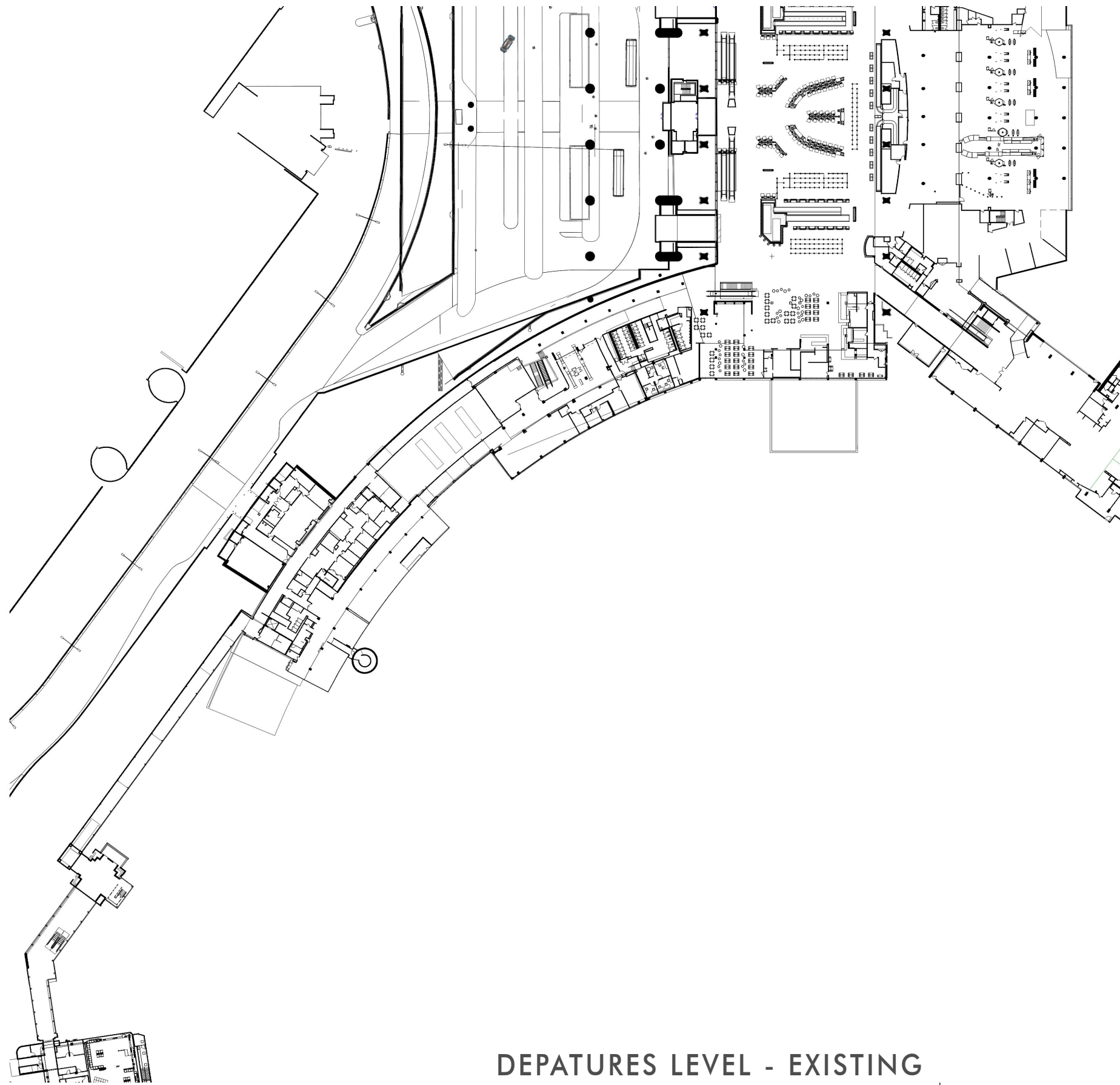


**Terminal C Optimization and C to B Connector**  
LOGAN INTERNATIONAL AIRPORT - EAST BOSTON, MASSACHUSETTS



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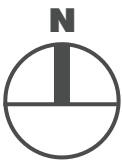
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DEPARTURES LEVEL - EXISTING



Terminal C Optimization and C to B Connector  
 LOGAN INTERNATIONAL AIRPORT - EAST BOSTON, MASSACHUSETTS



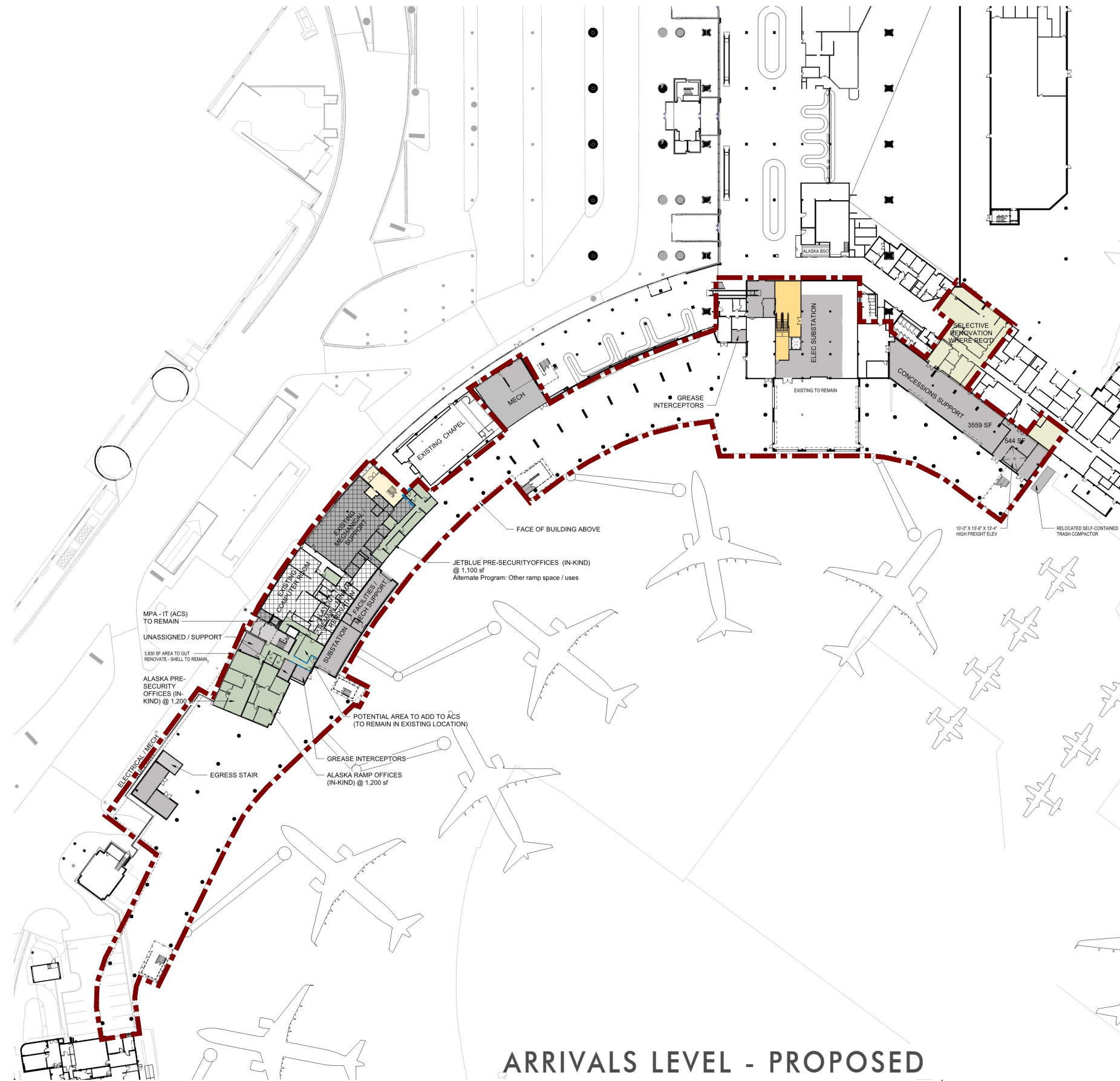
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--- APPROX. LIMIT OF WORK AREA  
(DOES NOT INCLUDE SITE/CIVIL/AIRFIELD WORK AREA)

#### Department Legend

- AMENITIES
- CIRCULATION
- CIRCULATION- LANDSIDE
- CONCESSIONS
- CONCESSIONS- OPEN
- CONCOURSE
- EGRESS
- EXTERIOR
- HOLD ROOM
- OFFICE
- OFFICE- RENOVATED
- SELECT RENOVATION
- SUPPORT
- TSA CHECKPOINT

## ARRIVALS LEVEL - PROPOSED

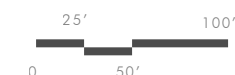


# Terminal C Optimization and C to B Connector

LOGAN INTERNATIONAL AIRPORT - EAST BOSTON, MASSACHUSETTS

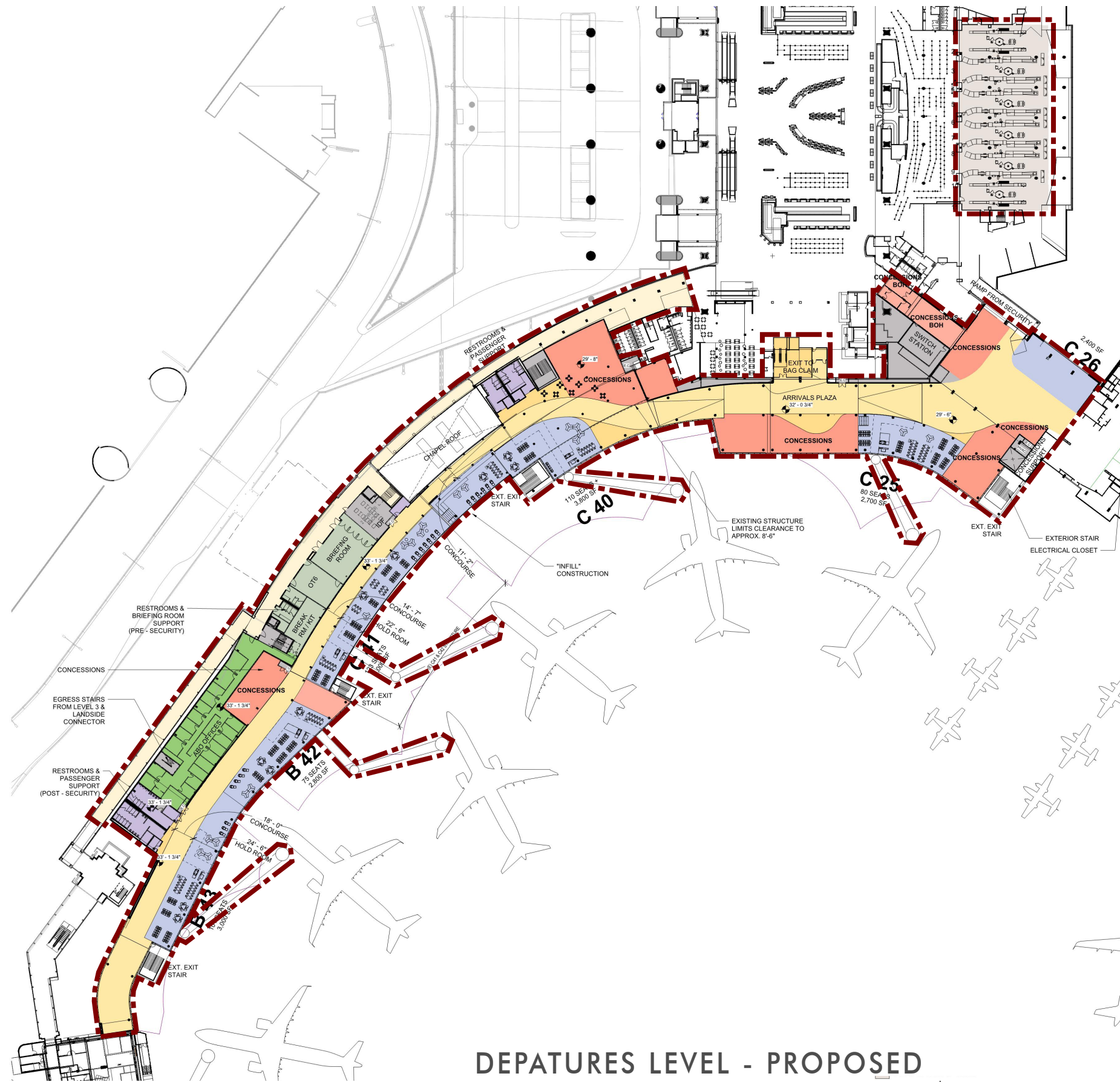


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--- APPROX. LIMIT OF WORK AREA  
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## DEPARTURES LEVEL - PROPOSED



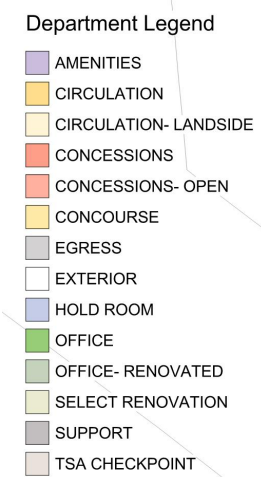
### Terminal C Optimization and C to B Connector

LOGAN INTERNATIONAL AIRPORT - EAST BOSTON, MASSACHUSETTS



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